

DD/S 68-3409

09 JUL 1968

**MEMORANDUM FOR:** Executive Director-Comptroller

**SUBJECT** : Inspector General's Survey of the Office of Training

**REFERENCE** : (a) Memo dtd 8 Mar 68 to DD/S fr Ex. Dir.-Compt.  
same subject

(b) Memo dtd 5 Feb 68 to Ex. Dir.-Compt. fr DD/S  
same subject

1. This memorandum is for your information. It responds to your request in reference (a) for a progress report concerning the implementation of certain recommendations pertaining to the Language School of the Office of Training.

2. Progress is being made with respect to each of the recommendations as noted under Recommendations 17 through 23 of the Inspector General's survey. Specific comments follow on each recommendation.

Recommendation No. 17

The Director of Training request the Agency's Language Development Committee to:

a. Prepare and issue guidelines on the planning of language training and the preparation of language training requirements.

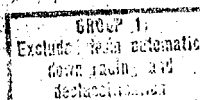
b. Formulate over-all policy proposals on the use of external language training as opposed to internal.

c. Undertake on a priority basis studies designed to identify those languages in which the Language Training School should maintain an instructional capability and to determine the level of capability required in each such language.

Current Status

a. Short-term guidelines, pending the development of requisite data for publishing long-term guidelines, have been published in the March-April and the June-July OTR Bulletins. Oral briefings were also

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presented at a meeting of senior Clandestine Services training officers, and at a separate meeting for other senior training officers. In addition a request was forwarded through the members of the Language Development Committee for Directorate language training requirements for FY 1969. The format for the preparation of this language-training requirement was furnished by the Chairman, Language Development Committee.

b. The Language Development Committee has established the policy that, wherever possible, Language School resources should be utilized first, to be followed by the utilization of other government training facilities, such as the Foreign Service Institute or the Defense Language Institute. Only after these sources are exhausted should the Agency turn to commercial-language training facilities.

c. The Language Development Committee has agreed that the Language School should maintain a capability for instruction in about 25 languages. The level of capability required in each language is still under study with the Directorates involved.

Recommendation No. 18

The Director of Training include the following steps among the measures he is taking to improve management and administration of the Language Training School:

- a. Transfer from the Language Training School to the Registrar Staff those administrative and reporting functions that the Registrar Staff now performs for other OTR schools.
- b. Transfer to the staffing complement of the Language Training School positions for at least two more staff linguists and two more clerical/support personnel.
- c. Direct the Chief, Language Training School to ensure that closer supervision is maintained by staff linguists of the teaching done by contract instructors.
- d. Appoint a Chief of Language Faculty.

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e. Direct the Chief, Language Training School to delineate in writing the duties of contract personnel, particularly those with supervisory responsibilities.

f. Require the holding of more frequent staff meetings in the Language Training School and within the individual language departments.

g. Take the lead in establishing the practice of more frequent visits to the Language Training School by senior OTR officials.

Current Status

a. In reference (b) we noted that the transfer of administrative and reporting functions from the Language School to the Registrar Staff of the Office of Training was underway. This transfer of functions has been completed.

b. Since the Inspector General's survey, we have had to reduce the Office of Training ceiling by 10 positions and have had two budget cuts. We have thus been unable to provide the additional two positions to the Language School. We anticipate the possibility of securing the services of several BALPA returnees on a loan basis as one means of temporarily alleviating the staff pinch. At the same time, the transfer of paperwork to the Registrar Staff may eliminate the need for two additional clerical positions in the Language School.

c. The offices of the staff linguists have recently been moved from within the classified area of the Language School to unclassified areas where the contract instructors maintain their offices. All staff linguists are aware of their supervisory responsibilities and that they are to work directly with their contract instructors in developing and defining individual lesson objectives. They are expected to monitor classroom presentations, no less than twice weekly, and are required personally to interview the students both during and at the end of the course. It is expected that this supervisor-to-instructor proximity will encourage greater day to day communication and will provide an opportunity for more realistic supervision.

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d. Subsequent to reference (b), a GS-14 OTR administration-trained careerist was selected as the Deputy Chief of the Language School. His major responsibilities are in administration and include supervising the foreign language testing program, language laboratories, and the Language School library. In addition he is charged with technical supervision of clerical employees and overseeing security, logistics, finance and budget activities. As this employee becomes more knowledgeable of the School's operation, it is expected that the Chief of the Language School will concentrate more on the substance and conduct of training programs, assuming the functions of a Chief of Faculty.

e. The Chief of the Language School has outlined in writing the duties of his contract personnel, including the supervisory responsibilities of the senior and general instructors. He has used these descriptions in discussions with contract instructors who have been reassigned to different duties.

f. Weekly staff meetings are held for all professional staff members. The Chief of the Language School also conducts meetings with department heads and senior instructors approximately every two weeks; heads of departments also conduct regular staff meetings of instructors within their departments.

g. Senior officers of the Office of Training have made several visits to the Language School within recent months.

#### Recommendation No. 19

The Director of Training instruct the Chief, Language Training School to have the wives of Agency employees hired as instructors at the Language Training School briefed carefully on their work and working conditions, with special attention to the relationship between these wives and the other contract personnel.

#### Current Status

A general briefing was given for a group of the Agency wives, followed up with individual briefings for new hires. These briefings are conducted by the Chief of the Language School or his deputy and include their responsibilities as instructors, the general conditions of their work, their status vis-a-vis

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non-wife contract associates, etc. Special mention is made of their need to guard against conduct that would possibly indicate preferential treatment for them.

Recommendation No. 20

The Director of Training require the Chief, Language Training School to ensure compliance with the policy of the Office of Training requiring teacher training for contract and staff instructors.

Current Status

There have been no formal instructor training courses conducted by the Office of Training within recent months. Teacher training for contract and staff instructors of the Language School is being carried out in the form of orientation for all new instructors, and individual guidance and direction by staff supervisors. The orientation program includes a general administrative briefing, the showing of films on language teaching, visits to classes in session, and introduction to texts and other types of material on principles and methods of teaching. Staff supervisors monitor classroom sessions and discuss teaching techniques, course material and any instructional problems on a daily basis personally with the instructors.

Recommendation No. 21

The Director of Training bring the language proficiency rating system into line with the numerical system used by the Department of State and propose changes in Headquarters regulations to reflect this change and to define the numerical ratings in terms descriptive of the requirements for obtaining them.

Current Status

In reference (b) we advised that a study was underway as to the comparability of the State Department and the CIA proficiency rating systems. The study concluded that the two systems do equate, although one is numerical and ours is in verbal descriptions. Work is continuing on resolving the problems of changing our present system to a numerical system that will satisfy machine requirements of the Support Information Processing System. Outcome of these discussions will determine the time and technical aspects of recording testing data.

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Verbal definitions have been further refined, and the Language School is maintaining and collecting data for long-range determination of descriptions covering estimated study hours, etc. required for students of varying levels of aptitude to acquire defined proficiency.

Recommendation No. 22

The Director of Training:

- a. Request the Director of Central Reference Service to resume operation of the Language Training School library.
- b. Transfer one ceiling position from the Office of Training to Central Reference Service for this purpose.

Current Status

The Central Reference Service was requested to make a survey of the Office of Training's library facilities; this awaited the appointment of the new CIA librarian. He then personally reviewed the operation of the Language School library with the Chief of the Language School, completing his survey on 21 May 1968. We are awaiting results from his report which we understand will be submitted to the Director/Central Reference Service.

Recommendation No. 23

The Director of Training prepare a notice periodically for general distribution in Headquarters describing the facilities of the language laboratory and the hours of operation and soliciting comments and suggestions from employees on improvements which might add to its usefulness.

Current Status

Notices on the language laboratory facilities appeared in the last two issues of the OTR Bulletin. In addition a notice for general employee distribution is being readied for early July publication.

[REDACTED]  
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for Support

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